UNITED STATES MARINE CORPS
MARINE CORPS CIVIL-MILITARY OPERATIONS SCHOOL
WEAPONS TRAINING BATTALION
TRAINING COMMAND
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STUDENT OUTLINE

CIVIL INFORMATION MANAGEMENT AND CMO REPORTS

0530-111

CIVIL AFFAIRS OFFICER COURSE

M020A3D

FEBRUARY 2016

LEARNING OBJECTIVES

a. **TERMINAL LEARNING OBJECTIVE**. Given a mission, Commander's intent, the IM Plan (Annex U) and a CIM plan, manage civil information, to improve the commander's awareness and understanding of the civil component of the OE in accordance with JP 3-57 appendix C. (CACT-EXE-2001)

b. **ENABLING LEARNING OBJECTIVES**

(1) Without the aid of references, define the six step CIM process, in accordance with the ATP 3-57.50. (CACT-EXE-2001j)

(2) Without the aid of references, define the purpose of a CMO report, in accordance with MCWP 3-33.1 Appendix D. (CACT-EXE-2001k)

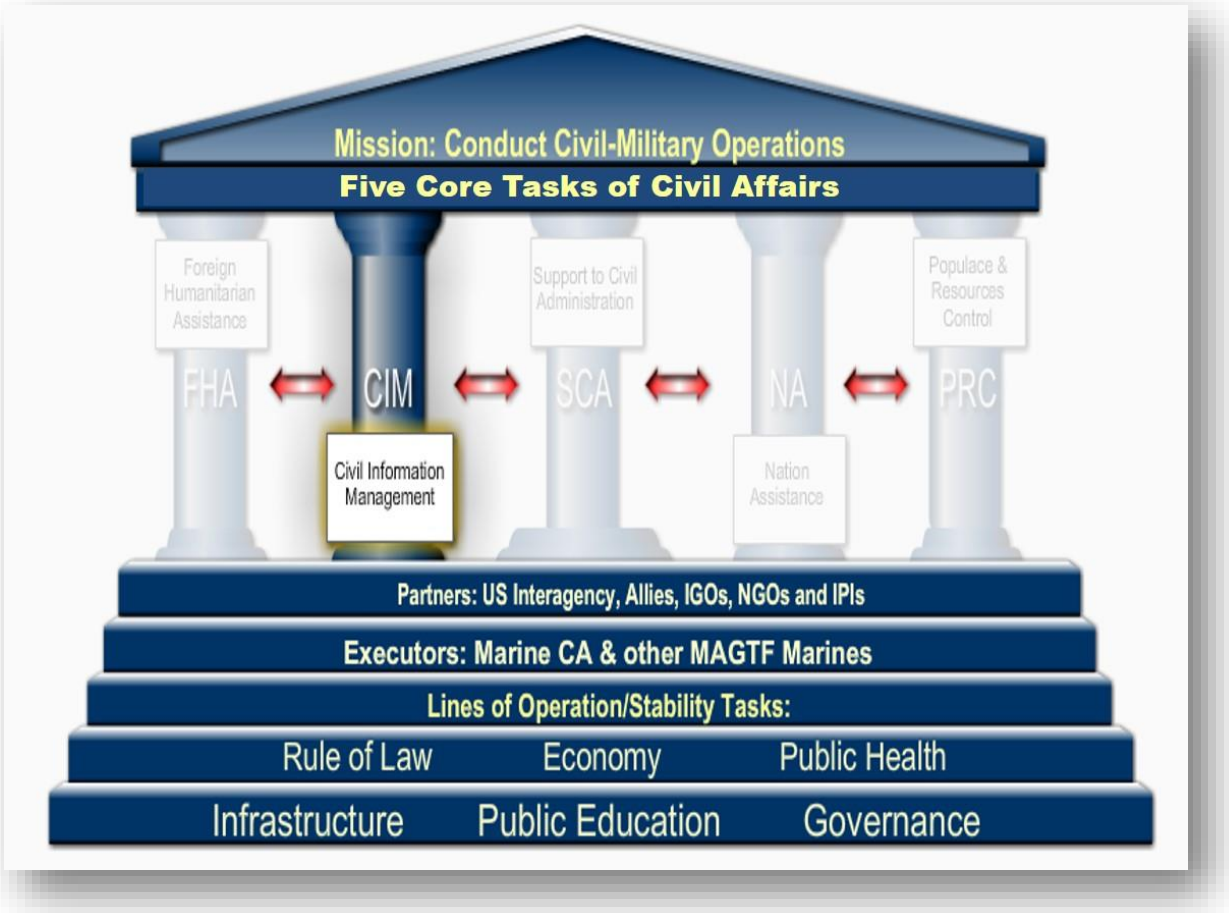
(3) Given a scenario, collected civil information and with the aid of references, consolidate civil information into a CMO report, using the example format in MCWP 3-33.1 Appendix D and in accordance with the PE checklist. (CACT-EXE-2001l)

1. **CIVIL INFORMATION**

a. **Definitions**

(1) Civil Information Defined. Relevant data relating to the civil areas, structures, capabilities, organizations, people, and events of the civil component of the operational environment used to support the situational awareness of the supported commander.

(2) Civil Information Management Defined. Process whereby data relating to the civil component of the operational environment is gathered, collated, processed, analyzed, produced into information products, and disseminated.



b. **Fundamentals of CIM**

(1) CIM is accomplished by the actions of CA professionals applying a disciplined approach toward managing civil information; it is not accomplished by hardware.

(2) CIM sets conditions for greater access and, in turn, greater influence across a population, organization, agency, or theater of operation.

(3) Civil information leverages the power of information and uses it to create greater sharing and participation.

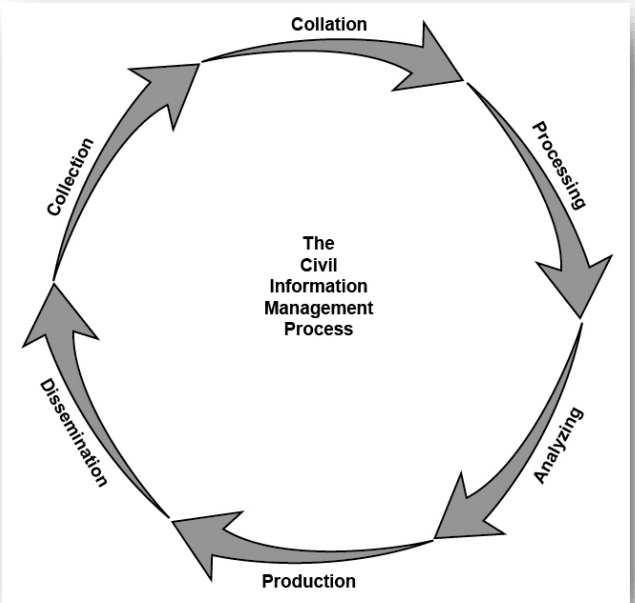
(4) CIM helps provide indicators of need, measures progress, and determines when transition will be successful.

(5) CIM is not an intelligence activity.

(6) CIM supports all operations. A lack of civil information in the operations process forces planners to make uninformed decisions about where the greatest needs exist.

(7) CIM is a collaborative exchange. It builds rapport between partners, the value of which is at least as great as the information and analysis it produces.

c. **CIM Planning Considerations**. Although planning is not a step in the CIM process, there are several planning considerations prior-to, during, and post deployment. An important consideration is collection authority. As an example, operations conducted in foreign countries under Title 22, United States Code, authorities are integrated and coordinated through the American Embassy in support of the HN's Internal Defense and Development (IDAD) plan.



2. **CIM 6 STEP PROCESS**. The management of civil information is the execution of the CIM process to benefit the situational awareness, situational understanding, and

situational dominance of the supported commander, DoD, interagency, IGOs, NGOs, and IPI.

a. **Collection**. Collection is the first step in the CIM process. It refers to the literal gathering of relevant civil data. Driven by requirements, collection occurs at all levels of the operation through civil reconnaissance; data mining; and collaboration. In the beginning, there is little, if any, screening of the data collection; everything related is relevant.

(1) Civil Reconnaissance (CR). CR is a targeted, planned, and coordinated observation and evaluation of those specific civil aspects of the environment. CR focuses specifically on the civil component, the elements of which are best represented by the mnemonic ASCOPE. CR can be conducted by CA forces or other forces, as required. Potential sources of civil information that a coordinated CR plan considers include:

(a) Ongoing ASCOPE assessments of the AO that identify measure of effectiveness trends.

(b) Civil Engagement. CA interaction with IPI spheres of influence that include but not limited to:

1. HN government officials

2. Religious leaders

3. Tribal or clan leaders

4. Dislocated civilian (DC) camp leaders

(c) Civic Action Programs. Civic action programs are undertaken to leverage expertise and financial resources against civil vulnerabilities in areas determined to be susceptible to insurgent influences or challenged by slow development. Civic actions programs consist of both long-term

developmental projects and short-term, high-impact programs(e.g. MEDCAP, DENCAP).

(d) Assessments. CA assessments are techniques that provide precise means to extract meaningful and significant information.

(2) Data Mining. Data mining is the collection of information from various sources. Primarily conducted within the CIM cell, data mining is a collection activity that uses a combination of open and restricted source materials for routine and continuous study and research. The CCIRs and the civil information management collection requirement focus data mining. Data mining provides corroboration of other collected civil data. Data mining occurs at all levels of the operation. The commander provides the guidance and focus through the CCIR, priority intelligence requirements (PIRs), and friendly force information requirements (FFIRs) that drive the operations and intelligence processes.

(3) Collaboration. Collaboration is a coordinated effort focused on sharing data. Collaboration increases overall operational efficiency by eliminating redundant collection efforts. Collaborative tools are information systems that include online capabilities that enhance team development and facilitate collaboration. Examples of collaboration include:

(a) Information operations working groups.

(b) CMO working groups.

(c) IGOs, NGOs, and IPI.

(d) Marine Corps planning process (MCPP).

(e) Multinational forces.

(f) Chat rooms, white-boarding, professional forums, and communities of interest.

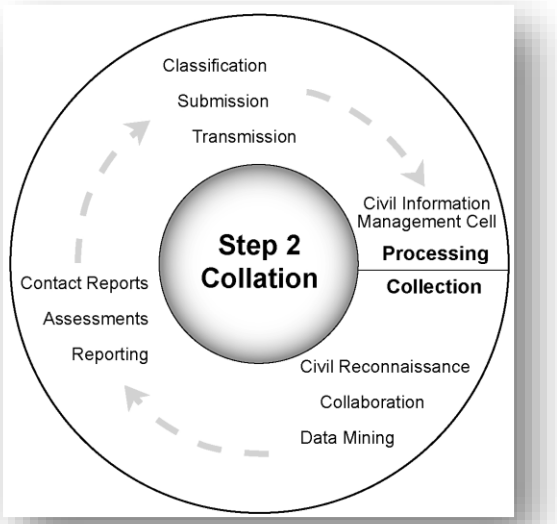
(g) Battle update briefs, commander’s update briefs, and targeting boards.

(h) Observations made by maneuver forces supporting CA teams in the conduct of offensive tasks.

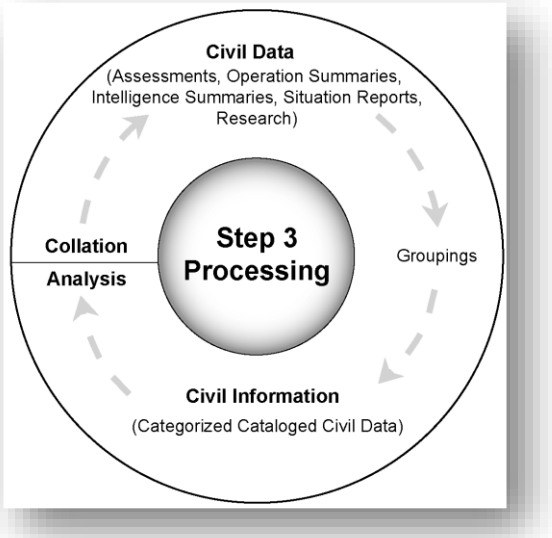
(i) Debriefs of Marines involved in civic action projects. These debriefs will be conducted to determine the attitudes of the local population that are affected by the operation.

(j) Debriefs of Marines involved in daily convoy operations.

b. **Collation**. Collation is the second step of the CIM process and refers to compiling civil data. Collation is not limited to Civil Affairs Teams (CATs) reporting to the CMOC. The collation step consists of compiling all collected civil data into one location, whether the data was collected by a staff officer in collaboration with another staff element or a CA Marine conducting data mining in the CMOC. Collation is the bringing together of multiple sources of data from every level of operation.



c. **Processing**. Processing is the third step in the CIM process. It is the physical and cognitive manipulation of separate pieces of civil data into civil information. Processing begins with the collation of raw data and groups the collected data into cataloged categories. Processing structures collated data into a usable form, making it readily available for detailed analysis. Readily available computer-based software programs can help catalog vast amounts of data. Many of these programs are already installed on most DoD computer systems.

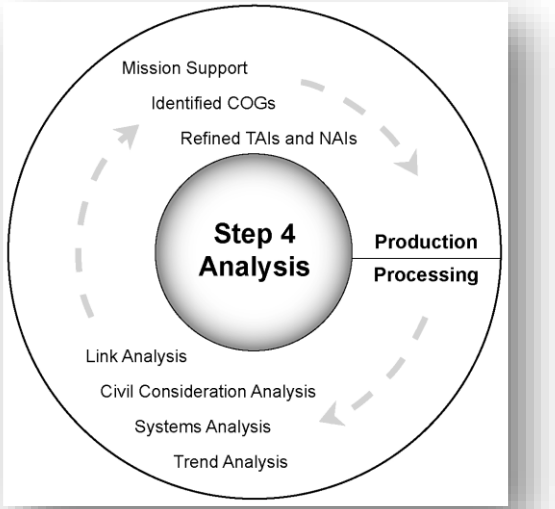


(1) Databases. The purpose of the CIM database is to enhance the commander's situational understanding by offering

insight to past and present conditions within the civil component of the Operational Environment (OE). CA databases contain civil information that is structured and indexed for the user's access and review. CA databases are made to facilitate information sharing. They should provide civil information to the supported units and agencies partnered with CA units across the OE. Information structured into a database can be quickly retrieved when there is an immediate need for it. In addition to mission planning for current operations, databases also support other staff functions, including updating the area studies and CPB (Civil Preparation of the Battlespace) products.

(2) Spreadsheets. Spreadsheets are another way to categorize and catalog data. By using a software program, such as Microsoft Excel, vast amounts of data can be quickly imported and exported to meet current operational needs while maintaining integrity for future use. Data entry occurs when the collected data is broken down into specific categories determined by current operational needs. Once categorized, the data is stored in cells and further defined by columns and rows. In the CIM process, data entry is more than entering raw data into a spreadsheet. CA Marines must first sort the raw data to extrapolate relevant data.

(3) Data Storage. Every database has a supply of supporting documents that were used to compile the database. The processing of civil data will amass significant amounts of data. Data is lost if it is stored in a manner in which it cannot be retrieved. Erroneous entries or misspellings can cause data to be lost or stored improperly and may also call into question the accuracy of the facts in the report. Standardized naming conventions and the use of standard terms and graphics work to ensure that all civil data is stored so that all CA forces can retrieve it, regardless of the composition or the type of software in use.



d. **Analysis**. Analysis, the fourth step of the CIM process, is the sifting of information for patterns and indicators of past behaviors or ideas that might possess predictive value and application. Analysis molds information into a knowledge

product. The most difficult analysis performed uncovers the "unknown unknowns." Unknowns are indicators of future events previously obscured in the background data. CA Marines must direct analytical efforts to answer the unknowns in the COP rather than exhaustively refining known data. Analysis of civil information is similar to the normal enemy force-friendly force analysis in process but instead focuses on identifying mission variables, operational variables, COGs (Centers Of Gravity), trends, civil vulnerabilities and conducting predictive analysis.

Various information requirements call for various types of analysis. All CA forces should be familiar with the different civil analytical models to maximize the accuracy and relevancy of CIM analysis. Most civil analysis falls into either civil considerations analysis or systems analysis. Both processes exercise simple logic and employ inductive and deductive reasoning. Other forms of analysis include nodal, link, or geospatial.

(1) Civil Consideration Analysis. Civil considerations analysis is the process by which civil information is evaluated to determine the impact of the civil environment on operations, as well as the impact of operations on the civil component. Based on the factors of ASCOPE, civil considerations analysis is critical to mission success.

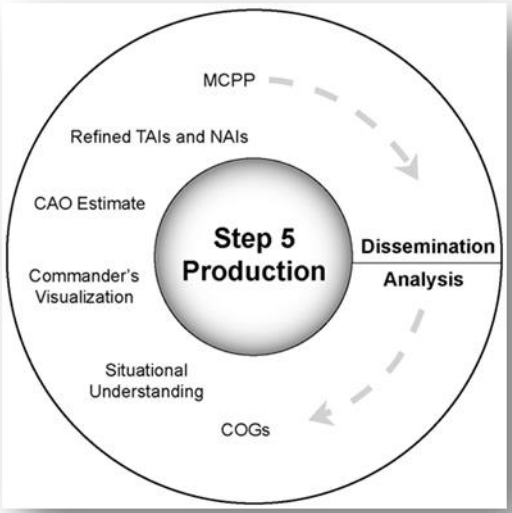
(2) Systems Analysis. Systems analysis identifies the root cause of instability, discussed further in Civil Preparation of the Battlespace and Stability Assessment Framework. The cause may be a natural or man-made disaster arising from conflict or changes in the status quo. Systems analysis identifies civil vulnerabilities within the civil component by determining both the cause and the effect. Based on ASCOPE and focused on PMESII, systems analysis defines Center of Gravity (COG) and enhances situational understanding. Systems analysis is conducted based on operational necessity and the products reflect a single moment in time.

(3) Nodal Analysis. Nodal analysis reveals the interrelationship between people, organizations, entities, and locations. The individual nodes represent complex relationships between a person, place, or physical thing that are a fundamental component of a system and link the behavioral, physical, or functional relationships between the nodes.

(4) Link Analysis. Link analysis is the process of identifying and analyzing relationships between personnel, contacts, associations, events, activities, organizations, and networks to determine key or significant links. CIM analysts use link analysis to determine who is involved with whom and how they are involved. Link analysis tools include association matrices, activity matrices, and link diagrams.

(5) Geospatial Analysis. Geospatial analysis refers to analyzing imagery and geospatial information to describe, assess, and visually depict physical features and geographically referenced activities that are of interest to the support commander.

e. **Production.** Production, the fifth step of the CIM process, is the packaging of civil information into easily disseminated forms and structures. The production phase of the CIM process ensures CIM products and services are relevant, accurate, timely, and useable by commanders and decision makers. Products of civil information analysis are:



(1) Layered geospatial information

(2) Civil information for the COP (Common Operational Picture)

(3) Centers of Gravity (COGs)

(4) Civil considerations products

(5) Answers to requests for information (RFIs)

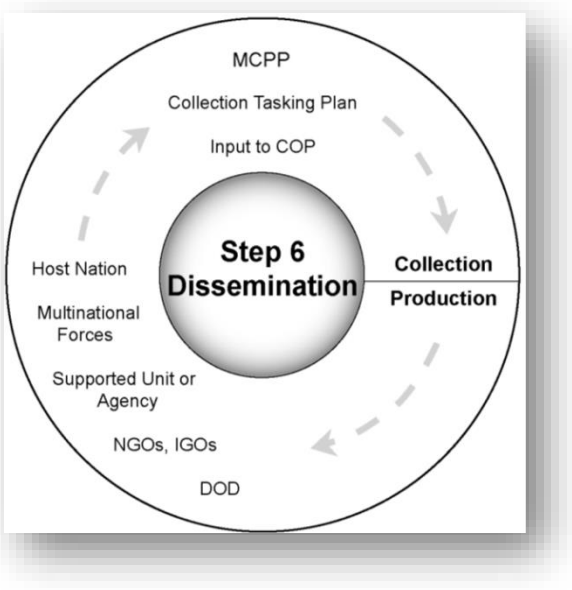
(6) Reported priority intelligence requirements (PIRs)

(7) Updates to ongoing assessments, area studies, and running estimates

When developing CIM products, it is important to first determine the format the COP manager will use to brief the supported

commander. The format determines how to develop CIM products that are synchronized with the supported unit's operations process.

f. **Dissemination**. Dissemination is the final step in the CIM process and is defined as an information management activity, conducted to communicate relevant information from one person or place to another in a usable form by any means to improve understanding or to initiate or govern action. In CIM, dissemination involves the distribution of CIM products to interested parties to facilitate informed decision making. The primary role of CIM is to provide civil information to the supported commander and his staff by updating the Common Operation Picture (COP). The secondary role of CIM is to share civil information with interagency, NGO, IGO and HN forces. Depending on the mission and the operating environment, these roles may be one in the same. However, CIM is conducted primarily to facilitate the operations process. Examples of civil information dissemination include the following:



(1) Disseminating directly

(2) Granting Access

(3) Sharing

(4) Updating the COP

3. **CA and CMO Reports**. Normally, each MAGTF will require the CA / CMO element to submit a daily, weekly, or monthly report synched with the MAGTF battle rhythm. Report formats vary and are based on the SOP of each MEF or subordinate element of the MAGTF. CA and CMO Reports are usually unclassified and may be submitted electronically or in hard copy. The format may be dictated by the MAGTF.

a. CMO Report. The purpose of a CMO Report is to capture CMO activities within the area of operations (AO) during a

specified time period. The report should highlight observed atmospherics by location, CMO activities and efforts completed, future projects and priorities. They should also provide timely input about changes in the civil dimension to the Common Operational Picture (COP). Examples of other CA / CMO report formats can be found in appendix D of the MCWP 3-33.1.

(1) CA Team Report and Message Format. All voice report and message formats consist of three main parts: heading, body, and conclusion.

(a) The heading is the administrative portion of the format. It identifies the message source and type. The heading contains the message addressee, originator, and precedence. It also includes the message classification, if required. The unit commander or standard operating procedures determine the classification of a completed message. Include the completed heading when sending both hardcopy and voice messages.

(b) The body contains information the originator sends to the addressee. In a properly prepared message, the information is in the line-by-line format established for the message type.

(c) The conclusion consists of the message authentication. An authentication is normally an alphanumeric code.

(d) Report Formats Numbering System. Each format has a report number. Report numbers begin with the letter of report name followed by a three-digit number. Messages with a United States Message Text Format (USMTF) number indicate the report was derived from a USMTF message.

(e) General Instructions. Instructions briefly describe the report format's use. When a message is sent at precedence higher than ROUTINE, notate it. Message precedence is indicated in all upper case letters.

1. Line Number and Name. Each format lists the information the report is used to transmit by line number, line name, and a description of the type of information.

2. Date and Time Group. The date and time group (DTG) line of a message identifies the message origination time. Additionally, many report and message formats require DTG for additional information. Regardless of where the DTG is used

within a report or message, it is expressed as DDHHMM(X) MMMYY where:

a. DD indicates the day of the month.

b. HH indicates the hour of the day using the 24-hour clock.

c. MM indicates the minutes within the hour.

d. X indicates the alphabetic character that denotes the time zone. In written messages, the time zone is followed by a space.

e. MMM indicates the first three letters of the month of the year. In written messages, all letters are in upper case.

f. YY indicates the last two digits of the year.

g. For example, 3 p.m. local time on 16 July 2005 is expressed as "161500(L) JUL 05." In a voice message, say: "one six one fife hundred lima (or local) July zero fife."

3. Units. The first line of a format requiring an entry for "unit" is to identify the unit making the report. Occasionally, a subunit line is also provided for reporting information from or about subunits. Unit standard operating procedures dictate the format for the unit name (for example, the call sign.)

4. Locations. Use the military grid reference system (MGRS) to express all locations unless the format specifies a different coordinate system such as latitude and longitude (LAT/LONG) or universal transverse mercator (UTM).

5. Addition or Deletion of Line Numbers. Originators of voice messages only complete the lines required to pass the essential information.

b. Best Practices

(1) It may be useful to include a project status tracker in your report.

(2) Reports are important and can be time consuming when factoring in the unit's battle rhythm. Be sure to allow time to complete them in the required time.

(3) Avoid too many NSTR entries - Nothing Significant to Report entries.

(4) Provide enough information to avoid having too many Request for Information (RFIs) sent to you. Receiving RFIs may be a good indicator that you are not providing enough details and follow-on actions.

(5) Tracking other CA team's reports, may provide useful information that you can apply to your AO.

(6) All CA team members should have access and be trained to produce required report/s.

REFERENCES:

JP 3-07 Stability Operations
JP 3-13 Information Operations
JP 3-57 Civil-Military Operations
JP 3-08 Interagency, Intergovernmental Organization, and Nongovernmental Organization Coordination during Joint Operations, Vol I and II
MCWP 3-33.1 MAGTF Civil-Military Operations
MCRP 3-33.1A Civil Affairs Tactics, Techniques, and Procedures
ATP 3-57.50 Civil Information Management

Notes: